

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington

OFFICE OF MANAGEMENT APPRAISAL AND
SYSTEMS DEVELOPMENT

October 25, 1962

OMASD MEMORANDUM NO. 2

Management Improvement Project System

This memorandum transmits instructions for the operation of the Management Improvement Project System announced in Secretary of Agriculture Memorandum No. 1514.

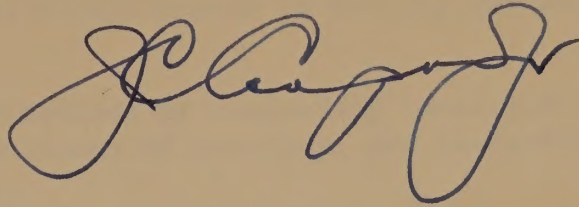
This System is designed to document the major management improvement efforts and provides for reporting significant information on these projects. Information from this System will be used to assist in planning, directing, coordinating, and evaluating management improvement efforts in the Department and for internal and external reporting requirements. The attached instructions outline the objectives and the mechanics of the Project System, including procedures for initiating projects and advancing proposals on projects involving more than one agency, guidelines on types of projects to be included in the System, agency and staff office responsibilities, a system for classification of projects, criteria for costing, and procedures for reporting.

Current and planned management improvement projects should be brought into the System in accordance with the attached procedures. Agencies and staff offices providing leadership for projects developed as a result of the critical appraisal conducted last December should report on each of these projects as well as projects initiated since then. Reporting should be as follows:

- a. Current projects. These should be reported on Form AD-362 and brought into the Project System, as prescribed in the attachment. New project numbers should be assigned as described in paragraph I.
 - b. Completed projects. Information on completed projects should be forwarded on Form AD-362 giving a complete summary of the project, following criteria on reporting procedures outlined in the attachment. Two copies of study reports should be forwarded if available.
 - c. Discontinued projects. These should be reported indicating action taken and reasons.
- 45

The Project System is effective November 1. Reports on completed and discontinued projects should be forwarded to OMASD by November 15 and current projects should be reported by December 1.

Provisions of this Memorandum will be codified in Title 10 of the Administrative Regulations.

A handwritten signature in blue ink, appearing to be "J. C. [unclear]".

MANAGEMENT IMPROVEMENT PROJECT SYSTEM

A. MANAGEMENT IMPROVEMENT PROGRAM OBJECTIVES. It is the policy of the Department to:

1. Assure that programs and operations carried on by the Department have the highest degree of effectiveness in meeting the needs of Agriculture;
2. Strive for new and better methods of conducting operations, improving quality and timeliness of services, and increasing productivity and efficiency;
3. Fully utilize our greatest resource, people, to achieve maximum individual contribution to our agricultural programs;
4. Accomplish our programs with the minimum financial, personnel, and material resources required to do the job;
5. Assure that programs are carried on only where essential and where the greatest needs exist.

B. MANAGEMENT IMPROVEMENT PROJECT SYSTEM. This system is designed to provide:

1. A means for documenting significant management improvement projects planned, underway, or completed in the Department;
2. Information to plan, direct, and measure progress on management improvement efforts in the Department;
3. A means to facilitate coordination of management improvement projects, prevent duplication of effort, and assure maximum utilization of personnel in the conduct of appraisals;
4. A single system for reporting management improvement information in the Department;
5. Information on accomplishments for possible additional application elsewhere in the Department.

MANAGEMENT IMPROVEMENT PROJECT SYSTEM

A. MANAGEMENT IMPROVEMENT PROGRAM OBJECTIVES. It is the policy of the Department to:

1. Assume that programs and operations carried on by the Department have the highest degree of effectiveness in meeting the needs of Agriculture;
2. Strive for new and better methods of conducting operations, improving quality and timeliness of services, and increasing productivity and efficiency;
3. Fully utilize our greatest resource, people, to achieve maximum individual contribution to our agricultural programs;
4. Accomplish our programs with the minimum financial, personnel, and material resources required to do the job;
5. Assume that programs are carried on only where essential and where the greatest needs exist.

B. MANAGEMENT IMPROVEMENT PROJECT SYSTEM. This system is designed to provide:

1. A means for documenting significant management improvement projects planned, underway, or completed in the Department;
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3. A means to facilitate coordination of management improvement projects, prevent duplication of effort, and assure maximum utilization of personnel in the conduct of operations;
4. A single system for reporting management improvement information in the Department;
5. Information on accomplishments for possible additional application elsewhere in the Department.

C. RESPONSIBILITIES

1. Agencies and Staff Offices. Heads of Agencies and Staff Offices are responsible for the operation of the Project System as a part of their Management Improvement Program. These responsibilities include:
 - a. Examining areas where improvements may be achieved and economies effected;
 - b. Proposing and conducting management appraisals, as needed;
 - c. Providing leadership for management improvement in functional and program areas in which they have primary Departmental concern;
 - d. Working with the Office of Management Appraisal and Systems Development and other agencies and staff offices on inter-agency and Department wide projects;
 - e. Providing technical and specialized personnel, when available and when talents are required, for special self-survey task forces;
 - f. Reporting of information on projects;
 - g. The taking of necessary action for effecting improvements within areas of responsibility.
2. Office of Management Appraisal and Systems Development. This Office has responsibility for overall direction, coordination, and administration of the Project System. This includes:
 - a. Providing leadership and assigning responsibility for the conduct of inter-agency and Department wide management appraisals;
 - b. Evaluating current operations in the Department and proposing and initiating management appraisals in major areas of potential improvement;
 - c. Maintaining a central reference file on completed and current management improvement projects, and assuring that this information is current;
 - d. Providing periodic reports and recommendations to the Secretary on the Department Management Improvement Program;
 - e. Preparing management improvement reports for other government agencies and The Congress, and internal Department agencies and staff offices;
 - f. Disseminating information on principles and techniques of management improvement, and their application, to other agencies and staff offices in the Department.

1. Analysis and Staff Office. Heads of Agencies and Staff Offices are responsible for the quality of the management system as well as the effectiveness of their management program. These responsibilities include:

a. Ensuring that where improvements may be achieved and resources allocated;

b. Proposing and coordinating management improvements, as needed;

c. Providing leadership for management improvement in their own and other areas in which they have primary Departmental responsibility;

d. Working with the Office of Management, Planning and Systems Development and other agencies and staff offices to develop and implement Department wide programs;

e. Providing technical and specialized resources, when available, and when feasible and required, for special staff-duty tasks.

2. Reporting of Information on Programs.

a. The Office of Management, Planning and Systems Development will maintain a system of responsibility.

3. Office of Management, Planning and Systems Development. This Office has responsibility for overall planning, coordination and administration of the Federal System. Its functions include:

a. Providing leadership and assistance to the heads of the various agencies and departments in their management programs;

b. Developing current questions in the Department and providing and collecting management systems in order to ensure it is effective;

c. Maintaining a central reference file of all related and current management improvement projects, and ensuring that this information is current;

d. Providing periodic reports and recommendations to the Secretary on the Department Management Improvement Program;

e. Proposing management improvement projects for other government agencies and the Congress, and ensuring that these projects are fully developed;

f. Disseminating information on principles and techniques of management improvement, and their application to other agencies and staff offices in the Department.

D. GUIDELINES ON SCOPE OF MANAGEMENT IMPROVEMENT PROJECT SYSTEM. The following will aid in determining projects to be included in the System. Improvements in work methods and operating procedures should be included as well as appraisals of management processes and functions. Projects which should be reported are those which could:

1. Result in significant savings;
2. Significantly improve service to the public, or increase public understanding of Departmental objectives;
3. Result in extensive organizational change;
4. Reflect local and specialized accomplishments indicative of agency progress;
5. Have major legislative implications;
6. Interest other Department agencies;
7. Involve acquisition or use of administrative or scientific equipment which significantly reduce costs and improve operations;
8. Apply technological advances, resulting in improvements or savings.

Projects not initially considered within the scope of the System but which later assume major significance should be reported.

E. PROJECT INITIATION. Projects internal to an organization, or those within the functional responsibility of a staff office may be initiated by the agency or staff office concerned without submission of a proposal or prior approval.

F. PROJECT PROPOSALS. Departmental wide projects or those cutting across agency lines which do not fall wholly within the organizational or functional responsibility of an agency or staff office, should be submitted as a proposal to the OMASD for coordination with agencies or staff offices concerned.

G. REPORTING PROCEDURES. To provide for uniform reporting of information Form AD-362 will be used. Prepare AD-362 and forward three copies to the Office of Management Appraisal and Systems Development for each project when the following actions are taken:

1. Upon Proposal or Initiation of a project. This report should include objectives of the study, plan of action, relationship of participating agencies or staff offices, estimated costs of conducting the project study, and the time schedule for the project.

D. CONTINUATION OF SCOPE OF MANAGEMENT IMPROVEMENT PROJECT SYSTEM. The following will aid in determining projects to be included in the System. Improvements in work methods and operating procedures should be included as well as appraisals of management processes and functions. Projects which should be reported are those which contain:

1. Result in significant savings;
2. Significantly improve service to the public, or increase public understanding of departmental objectives;
3. Result in extensive organizational change;
4. Reflect local and specialized accomplishments indicative of agency progress;
5. Have major legislative implications;
6. Interest other Department agencies;
7. Involve acquisition or use of administrative or scientific equipment which significantly reduce costs and improve operations;
8. Apply technological advances, resulting in improvement or savings.

Projects not initially considered within the scope of the System but which later assume major significance should be reported.

PROJECT INITIATION. Projects internal to an organization, or those within the functional responsibility of a staff office may be initiated by the agency or staff office concerned without submission of a proposal or prior approval.

PROJECT PROPOSAL. Departmental wide projects or those cutting across agency lines which do not fall wholly within the jurisdictional or functional responsibility of an agency or staff office, should be submitted as a proposal to the OASD for coordination with agencies or staff offices concerned.

REPORTING REQUIREMENTS. To provide for uniform reporting of information, Form 50-101 will be used. Prescribed 40-101 and forward type copies to the Office of Management Appraisal and Systems Development for each project when the following actions are taken:

1. Upon proposal or initiation of a project. This report should include objectives of the study, plan of action, relationship of participating agencies or staff offices, estimated costs of conducting the project study, and the time schedule for the project.

2. Interim reports should be prepared if a major change in purpose, scope, plan, or time schedule has occurred; upon completion of the project study; or if other significant information should be reported. Interim reports on progress should be submitted on June 30 and December 31 if no other information has been reported in the preceding six month period. The interim report on completion of study should include data on findings, conclusions, recommendations, costs of conducting the study, and cost and benefits to be derived from adoption of recommendations. Two copies of the study report should be forwarded as an enclosure when available.
3. Upon Implementation of the recommendations as approved. Action taken, economies and improvements made, cost of implementation, and net savings and benefits should be reported.
4. Information included on a project report need not be repeated on subsequent reports on the same project.

H. TIME SCHEDULES. Time schedules, estimated or actual, should be established for each project. Reports on initiation of projects should show dates for initiation and completion of project study. The interim report on completion of project study should provide the date(s) for implementation.

I. PROJECT NUMBER. To provide a uniform method of identification and to facilitate reference, projects should be numbered upon initiation as follows:

1. Agency Abbreviation.
2. Number assigned to Project by each agency, beginning with "1".
Example: AMS-1 would represent the first project initiated by AMS.

J. FILES AND REFERENCE.

Central Management Improvement File. This file will contain data reported by Department agencies and staff offices on individual management improvement projects, including copies of completed study reports. The file will be maintained by the Office of Management Appraisal and Systems Development and the reference material will be available to Department personnel to facilitate coordination of agency projects and dissemination of information.

Project Case File. The agency or staff office conducting or providing leadership for the project should maintain one complete and current case history file on management improvement projects. Files on completed projects should be accessible and information should be available to other Department personnel as reference in the conduct of similar studies.

THE
FEDERAL
BUREAU OF
INVESTIGATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20535

TO : DIRECTOR, FBI (100-442654)
FROM : SAC, NEW YORK (100-100000) (P)
SUBJECT: [Illegible]

RE: NEW YORK TELETYPE TO BUREAU, 1/11/68.
[Illegible text]

FOR INFORMATION OF THE BUREAU, [Illegible text]

THE FOLLOWING INFORMATION WAS OBTAINED FROM [Illegible text]

[Illegible text]

THE ABOVE INFORMATION WAS OBTAINED FROM [Illegible text]

K. COST DATA. The development and use of reliable cost and other data is very important in (a) deciding whether an appraisal should be conducted, (b) developing and deciding on recommendations, and (c) documenting savings and improvements. Financial data are most frequently used for analysis; but, productivity, personnel or man years, performance indices, materials and facilities, space, and the time factor are all useful dimensions for analysis. Intangible benefits should also be identified, where possible. To the extent practicable, cost or other data should be developed in detail. In some cases it is impracticable to obtain complete cost data and discretion should be exercised on the amount and kind of information needed.

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L. CLASSIFICATION OF MANAGEMENT IMPROVEMENT PROJECTS. Management Improvement Projects should be classified into one of the following categories to facilitate analysis and reporting. A project that includes more than one category should be classified under the category which best describes the project or where the most emphasis will be placed.

No. 1 - Improvement of Service. Projects which may result in improved service to the public at the point of service.

No. 2 - Program Management. Projects include long and short range planning processes to meet basic line objectives. They may result from changes in legislation or from efforts to improve Departmental programs to meet the requirements of agriculture. This involves arranging activities and functions, including information thereon, into coordinated programs. Both internal agency programs and those cutting across agency lines are included.

No. 3 - Systems Development. Projects involve appraisals and development of administrative and operating procedures or technical methods, and the creation of the techniques and procedures, and their interrelationship, through which management functions and processes are accomplished. Methods improvement and Automated Data Processing studies and accomplishments are included.

No. 4 - Work Management. These projects involve primarily the process of assigning work to individuals or groups and include the following: work programming, measurement of work to be accomplished, manning, staffing, scheduling, and control systems. Outside contracts and cooperative agreements are included under this category.

No. 5 - Personnel Management. Projects include all aspects of the personnel function including recruitment, placement, position classification, manpower utilization, employee programs, and employee development.

No. 6 - Organization. Projects which involve the assignment of tasks and functions to groups of people, the working relationships of these groups with others, and the proper delegation of responsibility and authority.

No. 7 - Communications Management. Projects for improvements in internal and external information services, including issuance and reporting systems. Procedures for design, transmittal, utilization, storage, and disposal of paperwork are included; also, information storage and retrieval.

No. 8 - Financial Management. Projects include budgeting, accounting, and auditing; also, systems, controls, and reports used in the financial management area.

No. 9 - Procurement, Property, and Supply Management. Projects in this category include space, transportation, mail, equipment, purchasing, contracting, inventory management, and general administrative services.

No. 10 - General Management Improvements. Projects for which provision has not been made in preceding classification, including development and application of technological advances in carrying out program operations.

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MANAGEMENT IMPROVEMENT PROJECT REPORT

NO.

CATEGORY

Submit original and two copies to OMASD.

2. DATE OF REPORT

3. PROJECT NO.

4. PROJECT TITLE

5. TYPE OF REPORT

6. TIME SCHEDULE (Dates)

☐ PROPOSAL ☐ INITIAL ☐ INTERIM ☐ IMPLEMENTATION

INITIATION

COMPLETION OF STUDY

INSTALLATION

7. SUBMITTED BY (Name, title, and organization)

8. APPROVED FOR AGENCY (Signature)

9. TITLE

10. PROJECT DATA

11. COST DATA

10. 10. 10. 10. 10.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington

OFFICE OF MANAGEMENT APPRAISAL AND
SYSTEMS DEVELOPMENT

November 27, 1962

*per memo
2/2/63*

OMASD MEMORANDUM NO. 3

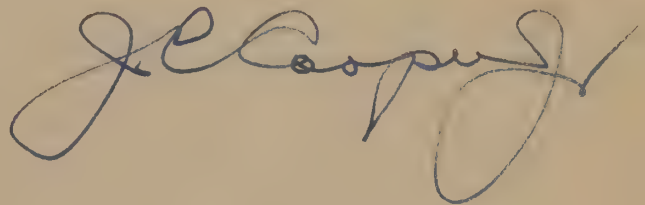
Each agency now has copies of or is developing codes of organizational structure. It is necessary that these codes be kept current with changes in organizational structure.

Each agency has the responsibility for maintaining these codes, for establishing new codes for new branches, divisions or offices, and for informing the New Orleans MDSC of all revisions.

Changes should be reported to T. R. Turner, Director, MDSC, U. S. Department of Agriculture, 1441 Canal Street, New Orleans 16, Louisiana. One method of reporting changes is suggested by the attached exhibit.

Several agencies have indicated that their ~~own~~ internal procedures will incorporate structure codes in operating handbooks. However, changes in these codes should be reported to the MDSC in advance of handbook issuances. After handbooks have been issued, changes should be submitted in the form of revised pages with asterisks enclosing additions, and deletions identified in memoranda transmitting the revised pages.

Provisions of this memorandum will be included in the MODE Personnel Procedures Handbook.



Attachment

1947

isolation of the virus; and the fact that the virus is not found in the blood of the patient.

The virus is not found in the blood of the patient, but it is found in the urine, and it is found in the saliva.

The virus is not found in the blood of the patient, but it is found in the urine, and it is found in the saliva.

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The virus is not found in the blood of the patient, but it is found in the urine, and it is found in the saliva.

To: T. R. Turner, Director
Management Data Service Center

From: Director

Subject: Changes in Organizational Structure, Office of the
Secretary

Please make the following changes in the Office of the Secretary.

Delete:

01 09 Internal Audit and Inspection 0016

Insert:

01 00 11 Office of the Inspector General 0096

01 00 11 01 Policy and Plans Division 0097

01 00 11 02 Review and Appraisal Division 0098

01 00 11 03 Inspection, Special Projects and
Investigation Division 0099

To: T. R. Turner, Director
Management Data Service Center

From: Director

Subject: Changes in Organizational Structure, Office of the
Secretary

Please make the following changes in the Office of the Secretary.

Delete:

01 02 Internal Audit and Inspection 0010

Insert:

01 00 11	Office of the Inspector General	0005
01 00 11 01	Policy and Plans Division	0007
01 00 11 02	Review and Appraisal Division	0008
01 00 11 03	Inspection, Special Projects and Investigation Division	0009

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

Office of Management Appraisal and Systems Development

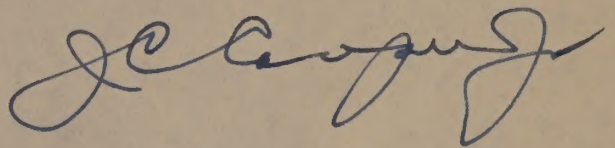
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OMASD Memorandum No. 4

Correspondence submitted by agencies to OMASD which relates to the MODE project is forwarded in duplicate to the New Orleans MDSC. It would be both helpful and time saving if in the future all such correspondence, including attachments and exhibits, is prepared in triplicate for submission to this Office.

The only exceptions to this will be in the notification of changes, deletions, and additions to lists of accounting stations, personnel offices and T&A delivery points. These notifications should be handled in the same manner prescribed for organizational structure coding by OMASD Memorandum No. 3, dated November 27, 1962. To expedite the handling of revisions relating to these four lists, all correspondence should be directed to:

T. R. Turner, Director
Management Data Service Center
U. S. Department of Agriculture
1441 Canal Street
New Orleans 16, Louisiana



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

Office of Management Appraisal and Systems Development

OMASU Memorandum No. 4

Correspondence submitted by agencies to OMASU which relates to the
MOSE project is forwarded in duplicate to the New Orleans MOSE.
It would be both helpful and time saving if in the future all such
correspondence, including attachments and exhibits, is prepared in
triplicate for submission to this office.

The only exceptions to this will be in the notification of changes,
deletions, and additions to lists of accounting stations, personnel
offices and T&A delivery points. These notifications should be
handled in the same manner prescribed for organizational structure
coding by OMASU Memorandum No. 3, dated November 17, 1962. To
expedite the handling of revisions relating to these four lists,
all correspondence should be directed to:

T. R. Turner, Director
Management Data Service Center
U. S. Department of Agriculture
1441 Canal Street
New Orleans 16, Louisiana

[Handwritten signature]